Mahatma Gandhi Mission University,

Chh. Sambhajinagar

A

Ph.D. Final Synopsis on

"Effect Of Andragogical Strategies And Their Impact On The Performance Of Employees Of It Sector In India"

In

Management & Commerce

By

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Under the Guidance of

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October - 2024

Final Synopsis

1. **Introduction (Research Problem, Objectives, Significance)**
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3. **Research Methodology (Design, Sampling, Data Collection, Analytical Tools)**
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Name & Signature	**Name & Signature**
Anuj Madhusudan Jajoo **(Research Scholar)**	**Dr. Medha Kulkarni** **(Research Guide)**

1. Introduction

1.1. Background and Significance

The emergence of the Gig economy, especially post COVID19 pandemic, has significantly impacted Indian Information Technology (IT) industry since many IT professionals have embraced Gigworking alongside their regular jobs. The well-known Indian IT organizations initially rejected Gigwork outside their primary job, however many of them started adopting formal Gigworking policies since year 2022 and onwards.

Gigployees, the gig working employees, bring a unique perspectives, values, competencies, beliefs, and attitude back to their primary workplace. These are causing disruption to the existing, traditional work culture in the Indian IT organizations. This study investigates the opportunities for the organizations to leverage the potential of these Gigployees and build organizational capability by reinventing the workplace.

1.2. Scope and Focus of Research

At the broadest level, this research aims to understand the effect of andragogical strategies and their impact on the performance of employees of Information Technology (IT) sector in India. However, given the vastness of this domain, the focus is narrowed to investigating the influence of professional identity on Indian IT professionals' capability development.

- **Why this research focuses on employee Capability when title mentions "Performance"?**

Performance is an outcome of capability of an employee when executed in the organizational environment. Here, environment is a variable which depends on the nature of organization's business; hence, it is excluded from the research. So, the research focuses on employee Capability and attitude which are expected to lead to Performance.

- **What is meaning of "Andragogical strategies" in this research?**

The Greek word 'Andragogy' is a combination of word Andra (adult male) + Agogos (leader). Andragogical strategies are the recommendations from this research for Indian IT organizations for employee capability development.

- **Why this research focuses only on Gigworker Identity?**

As there are multiple possible professional identities, keeping the other identities out of scope, this study is specifically interested in the various aspects of the gig working mindset and their impact on Indian IT professionals' capability development.

- **Other Exclusions:** Organizational cultures are influenced by society; hence, the scope is limited to Indian IT industry, excluding Global Comparisons. This study also excludes Comparison across Industries and focuses only on Information Technology.

1.3. Research Question (RQ)

How does the transition of identity from a traditional full-time employee to a Gig worker impact the development of capabilities, the evolution of work values, and the formation of new attitudes among Indian IT professionals? How can organizations leverage these changes to enhance capabilities of their workforce?

This research question is further divided following sub questions:

i. What is role of an Identity in the Capability Development at Neurocognitive level?
ii. What are the primary reasons or motivation behind an IT professional's decision to adopt a Gigworker identity?
iii. What are those underlying common beliefs which leads the professionals into Gig work?
iv. How does the identity of a Gigworker impact an IT professional's work values within their primary organization?
v. Which capabilities do IT professionals typically develop or improvise through their Gigworking experiences?
vi. What are the characteristics of Gigworking projects? Which personality traits are required to for a Gigworker to sustain the challenges?
vii. What attitudinal shifts occur in a Gigployee within the workplace?
viii. What environmental changes can IT companies with Gigworking policies implement to maximize the benefits of the newly developed capabilities of their Gigployees?

1.4. Objectives

Following objectives were identified for the study

i. Conduct a comprehensive literature review to analyze existing learning theories with a focus on andragogy, neurocognitive factors in adult learning, and their organizational behavior.
ii. Employ qualitative research methods, such as semi-structured interviews, to gather insights from IT professionals in India about their motivations, learnings, and experiences with Gig work.
iii. Analyze the interview data to identify the common beliefs held by the Gigworkers.
iv. Analyze the data to identify the capabilities typically developed through Gigworking experiences.
v. Analyze interview data to understand the nature of Gig work and the challenges encountered, which potentially contribute to the capability development.
vi. Utilize a validated psychometric tool (e.g., DISC) to explore the personality traits typically associated with successful Gig workers.
vii. Analyze the interview data for the attitudinal shifts in Gigployees at workplace.
viii. Develop recommendations on how organizations can leverage the potential of Gig mindset by reinventing their work environment.

2.Literature Review

2.1. Key theories

2.1.1. Neurological Levels (Dilts R. , 1990)

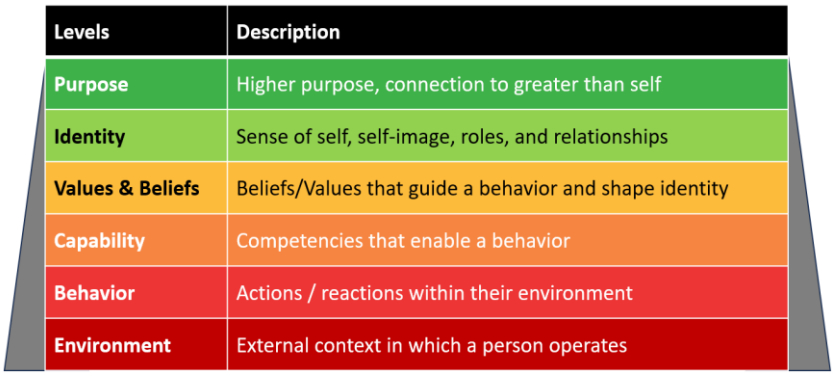


Figure 1 neurological levels

The Neurological Levels by Robert Dilts gives a framework for recognizing various levels of experience within a person. Similar levels can be applied to understand organization or system as well. As illustrated in Figure 1, the model depicts that a change at an upper level in the given pyramid can influence change at lower levels. For example, change of purpose can affect the identity, change in identity can change the associated values and beliefs of a person which further leads to change in capabilities and then behavior. This model is very useful in therapies, coaching, and counseling to help people understand and resolve issues at various neurological levels.

2.1.2. Defining Gig Economy and Gig mindset

- **Gig Economy:** A Gig economy is a labour market formed of part-time or temporary contractors and freelancers instead of full-time salaried employees. (INVESTOPEDIA, 2022) For example, the services from companies like Ola, Uber, Airbnb, Zomato, and Swiggy have an on-demand component to their business model, which enables them to create a Gig marketplace.
- **Gig mindset:** Gig mindset is the attitude and approach of an independent freelancer/Gigster. The term is also extended to the mindset of regular employees who approach their work as if they were independent freelancers/Gigster. Gig mindset contrasts with those of regular employees who work with the "traditional mindset". The traditional mindset is the approach to work influenced by defined roles, hierarchy and established procedures. (McConnell, 2021)

2.1.3. Gig economy in India

According to a NITI Aayog report, India's Gig workforce will grow to 2.35 crore by 2029–30 from 77 lakh in 2020–21. (NITI Ayog, 2022)

Covind-19 pandemic pushed the pause button on the hectic schedule of the workforce, making them retrospect and realize their passion and fallacy of predictable future. People tried their potential with Moonlighting. In order to retain the workforce in the era of “Great resignation”, visionary organizations started creating a Gig marketplace environment internally and/or even allowing external Gig working for employees. Following are some of the early trend setting events in Indian companies

i. In Aug 2022 Swiggy announced the first-ever moonlighting policy for their delivery personnel which allows delivery personnel to take on approved Gigs outside their work hours (Singh, 2022), categorized into skill-based projects (Bucket A) and hobby-related projects (Bucket B). This initiative aligns with Swiggy's goal of building a "remote-first" work environment while empowering employees to explore their interests. (Praveen, 2022)
ii. Indian IT giants like Infosys, Wipro, TCS, Tech Mahindra fired some of their employees for moonlighting during the first six months of 2022. However, soon they started realizing that there has to be a mid-way to retain their employees and rip the benefits of a Gig mindset.
iii. Taking an initiative to encourage and engage employees to learn through work beyond their regular jobs, Infosys developed a platform called “Accelerate” to support Gig work internally. (Pandey, 2022)
iv. On 20th October 2022, Infosys issued guidelines to employees allowing them to take up external Gig work under specific conditions, focusing on employee learning and development while ensuring contractual and confidentiality obligations are met (Infosys Approves Gig Work For Employees Amid Moonlighting Row, 2022) (Mendonca, 2022)

2.2. Research Gap

- While existing literature explores the gig economy's impact on the workforce and organizational structures, a gap exists in understanding how organizations can leverage the potential of gig employees for overall capability development.
- Existing Literature primarily focuses on the growth and characteristics of the gig economy, with less emphasis on its implications for employee capability development within traditional organizations.
- There's a lack of research on the specific mindset and values fostered by gig working experiences. How this mindset impacts an employee's approach to learning and capability development within their primary organization remains underexplored.

3. Research Methodology

3.1. Design and Analytical Tools

i. Research Design: Hybrid (Qualitative & Quantitative)

ii. Software Used: Microsoft Excel

iii. Analytical Tools: 5-point Likert Scale with Continuous Interval (CI), Thematic analysis

Strongly Disagree	Disagree	No Change	Agree	Strongly Agree
1	2	3	4	5
Has become crucial	**Has become important**	**No Change**	**Care lesser now**	**Don't care anymore**
1	2	3	4	5

- Range: 5 – 1 = 4
- Interval: 4 / 5 = 0.80
- Confidence Interval (CI): calculated with alpha value = 0.01

Mean value	Interpretation
4.21 - 5.00	Very High Impact
3.41 - 4.20	High Impact
2.61 - 3.40	No Change
1.81 - 2.60	Adverse Effect
1.00 - 1.80	High Adverse Effect

3.2. Data Collection

i. Conducted semi-structured interviews with Gig workers to understand changes in beliefs, values, capabilities, and attitude.

ii. DISC psychometric tool was used to understand common personality traits of Gig worker

iii. Thematic analysis was done to gather working environment of Gig ventures

3.3. Sampling

i. Sampling Criteria: The candidate should have experience of service in Indian IT industry as well as working for self. The working for self can be a full-time business, freelancing, moonlighting, Gig working, or any side hustle- including YouTube video making, Non-profit social organization, etc. where one has to put significant efforts to make it a working independent entity. Significant effort means client interaction, solution development, leading, organizing, decision-making, planning, etc.

ii. Method: Convenience, Exploratory Sampling, and Snowball

iii. Sample size: 52 (each candidate was interviewed for average 60 minutes)

4. Data Analysis, Key Findings, and Discussion

4.1. Purpose: Gig workers' motivation

GOALS	Towards (to achieve)		Away from (to avoid)	
Short -To- Medium term (<5 yrs)	Creative satisfaction	67%	Stuck in the same job role	39%
	Get Joy and Freedom at work	61%	The feeling of being Trapped/ Restricted due to the work constraints like - when (Time), where (Place), how (Process)	33%
	Challenge (or prove) oneself	61%		
	Generate (parallel) income	48%		
	Constructive use of free time	36%	Feeling of not being heard/cared in the workplace	24%
	Develop new skill(s)	27%		
Long Term (>5 yrs)	Follow a passion/dream	64%	Mundane life	55%
	Future proofing	52%	Job Uncertainties	24%
	Create an impact on society / System	36%	Heath hazards at the job or personal health reasons	21%

Note: Situational reasons to join a business not included (E.g., joining a family/spouse's business)

4.2. Impact on the Competencies

SN	Competency / Skill	Mean	Impact	CI
1	Self-learning management	4.52	Very High Impact	0.40
2	People skills: Socializing and Interpersonal	4.42	Very High Impact	0.45
3	Risk Appetite: Experiment, Learn, and Grow	4.39	Very High Impact	0.41
4	Agility, Adaptability, and Flexibility	4.33	Very High Impact	0.41
5	Broadened Vision: Alignment and Self-worth	4.34	Very High Impact	0.41
6	Opportunity recognition and Win-Win thinking	4.33	Very High Impact	0.38
7	Managing multiple roles and Multitasking	4.30	Very High Impact	0.45
8	Broadened Vision: Organizational Awareness	4.26	Very High Impact	0.44
9	Ownership: Accountability & Responsibility	4.21	Very High Impact	0.46
10	Creative confidence	4.21	Very High Impact	0.55
11	Operations Management	4.21	Very High Impact	0.50
12	Analytical abilities and Critical thinking	4.15	High Impact	0.40
13	Customer orientation	4.15	High Impact	0.43
14	Sales, Presales, and Marketing skills	4.15	High Impact	0.47
15	Out-of-box thinking and creative problem solving	4.09	High Impact	0.39
16	Team skills and Collaboration	4.00	High Impact	0.53
17	Work life balance: Prioritization and Time Management	2.61	Adverse Effect	0.58
Average of Mean Values		**4.16**	**High Impact**	**0.45**

4.3. Impact on the workplace values

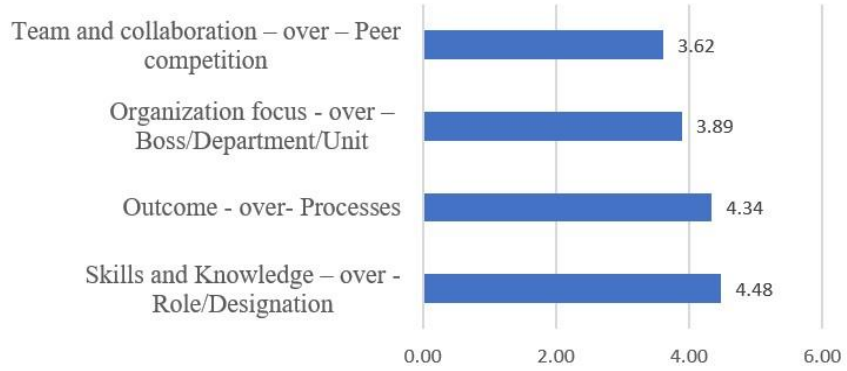


Figure 2 Impact on the workplace Values

4.4. Gigworking Environment

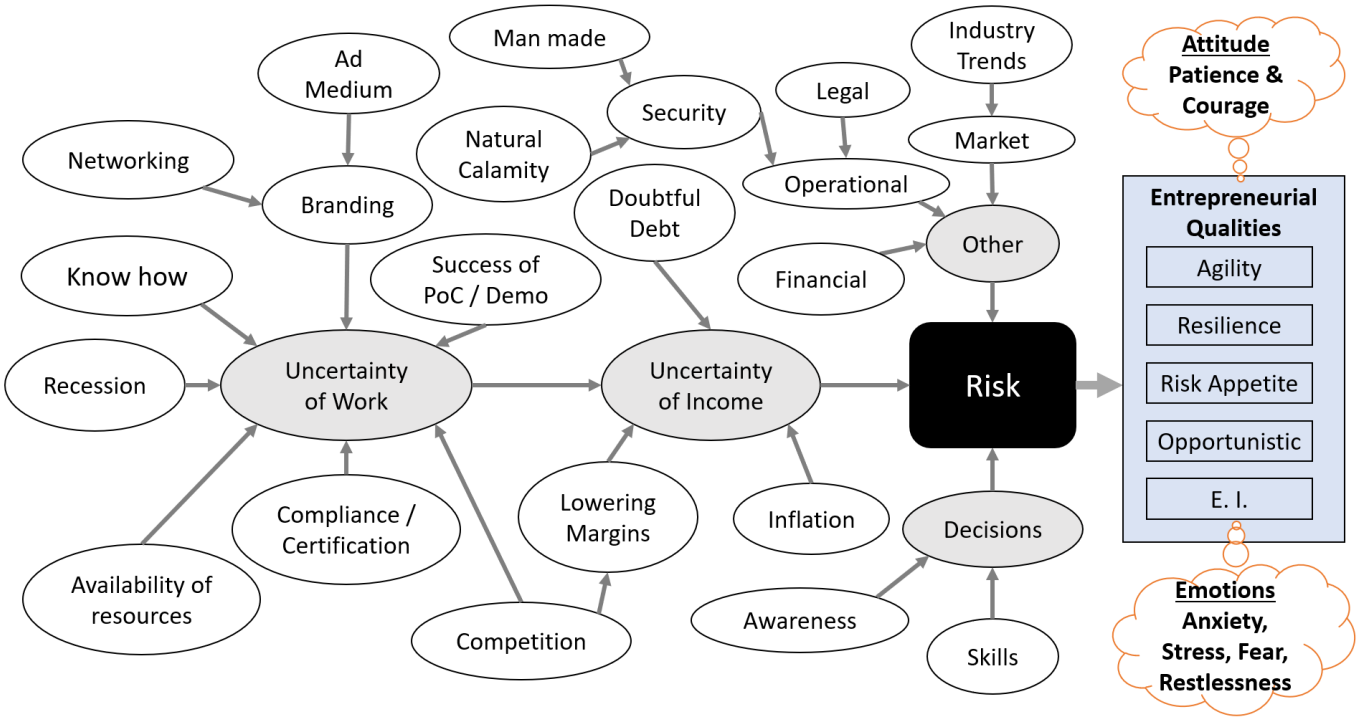


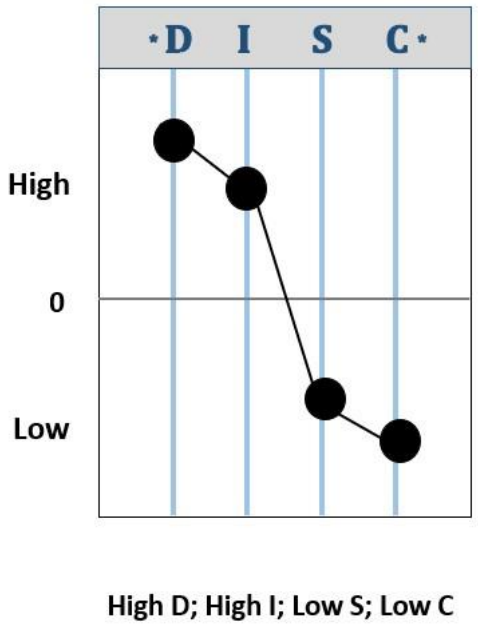
Figure 3 Gigworking Environment

4.5. Underlying Beliefs

Following common beliefs which leads the professionals into Gig work were found with Very High score:

- Belief in their ability to achieve their goals with a strong sense of self-efficacy (Likert mean value: 4.75)
- Challenges are opportunities. Taking calculated risks brings high rewards or learning for future. (Likert mean value: 4.52)

4.6. Personality traits of Gig workers: DISC psychometry



High D; High I; Low S; Low C

High D: Drive, Competitive Nature, Single-mindedness, Self Esteem, Audacity, Aggression, Assertion, Directness, Dominance, Self Starting, Bluntness, Arrogance, Resolution, Strategic Awareness, Forcefulness, Pioneering

High I: Empathy, Confidence, Charm, Optimism, Affability, Gregariousness, Persuasiveness, Friendliness, Influence, Poise, Verbalization, Positiveness, Participation, Emotion, Rapport, Promoting, Communication

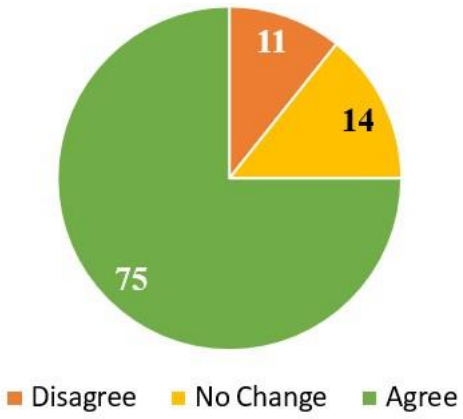
Low S: Activity, Mobility, Restlessness, Alertness, Energy, Pace, Impetus, Urgency, Diversification, Ebullience, Tempestuousness, Vigour, Diversity, Animation, Flexibility

Low C: Firmness, Obstinacy, Persistence, Rebelliousness, Independence, Strong Will, Unconventionality, Adventurousness, Non-conformity, Boldness, Impudence, Nerve, Courage, Venturesome

4.7. Impact on the attitude

4.7.1. Attitude: Towards difference of opinion with the Supervisor

- **Assumption:** "Boss is always right". However, Gigworkers become strong-headed after tasting the freedom of taking own decisions.
- **Survey Question:** It has become somewhat difficult to follow the instructions from the Supervisor where conflict of opinion exists.
- **Remarks:** Gigployees, who looked upon their supervisors as mentors, disagreed with the survey.



Likert Mean = 3.96 ; CI = 0.54

(High Impact)

- **Conclusion**: 75% Gigworkers find it difficult to blindly agree to their supervisor post Gigworking experiences. Organizations, adopting Gigworking policies, also need to adopt open, democratic work culture and avoid autocratic decision-making hierarchies.

4.7.2. Attitude: Towards Inefficiencies in the System

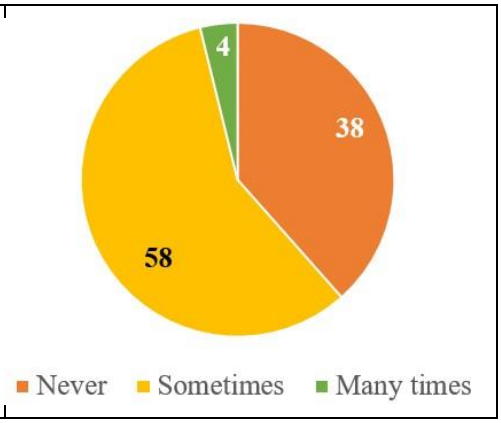
- **Assumption**: Gigworkers can spot the inefficiencies in the processes/system as they develop an eye for it.
- **Survey Question**: When you come across an unnecessary/inefficient process/rule in the service organization, what is your most likely reaction?

15
11
52
22
I know from my experience that nothing is going to change
Results are more important so break the rules/process
Report to the authorities
Both: Break the rule and Report to authority

- **Conclusion**: Gigworking policies need to be supported with a work culture where feedback is encouraged, heard, and implemented promptly. Otherwise, Gigployees may break the rules or stop giving valuable suggestions.

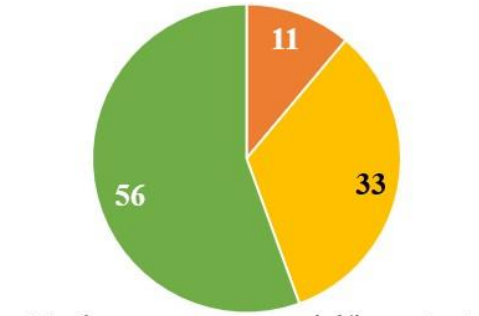
4.7.3. Attitude: Towards Demanding Tasks at Service

- **Assumption**: Gigworkers are likely to be restricted when their organization demands more from them.
- **Survey Question**: Have you ever declined a request from supervisor, requiring extra efforts, because that would conflict/affect your Gigwork?



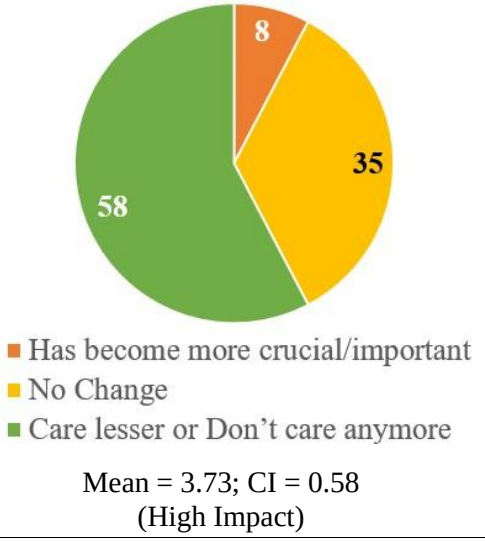
- **Conclusion:** Gigployees mostly declined weekend work requests from their supervisors. Gigployees, doing location-specific Gigwork, also declined change of location (transfers) requests.

4.7.4. Attitude: Towards the appraisal rating

▪ **Assumption**: Many employees are emotionally sensitive to the appraisal rating. Gigworking may change their perspective. ▪ **Survey Question**: What is your take on Appraisals-rating after started working for self? ▪ **Remarks**: Some of the employees who did not get the expected success in their full-time business and had to rejoin the service at a lower designation than their contemporary colleagues, mentioned that appraisals have become crucial as they want to be at par where their old-time peers.	 Likert Mean = 3.46 ; CI = 0.53 (High Impact)

- **Conclusion**: Gigwork helps in understanding where do the Gigworkers stand without the organizations brand name. Success or failure in the individual ventures affect their attitude towards appraisals differently.

4.7.5. Attitude: Towards losing the job / lay off

▪ **Assumption**: Employees usually have only one source of income; Gigworkers have more than one hence their take on losing a job is emotionally lesser disturbing. ▪ **Survey Question**: Your take on losing the job / lay off after started working for self. ▪ **Remarks**: Some Gigworkers mentioned that their job had become even more crucial/important since they depended on salary for Gigwork investment.	 Mean = 3.73; CI = 0.58 (High Impact)

- **Conclusion**: Gigployees get to test their surviving abilities without organizational brand. This reduces their anxiety of losing the job for reasons like lay off.

4.7.6. Attitude: Towards misusing organizational time/resources

Most of the Gigworkers claim that they either won't use organizational time (or resources) for Gigwork, or they would do it in such a way that it won't affect the service organization. (For example – talking to their client during lunch break). Or compensate with extra working.

5. Contributions

This research will help the Indian IT organizations in following manner -

i. **Understanding Gigployee psychological aspects**

This study provides insight into Motivations, Values, Beliefs, Attitude, and newly developed capabilities of Gigployees.

ii. **Leverage the potential of Gigployees**

This study provides recommendations on how organizations can leverage the potential of Gigployees by creating work environments that foster overall capability development and retain talent.

iii. **Neurocognitive insights for L&D: Talent management**

This study provides theoretical "Neurocognitive Capability Development Model" as a biproduct which is useful for designing effective L&D programs that resonate with individual neurocognitive alignment with organizational goals.

6. Conclusion

6.1. Key Findings

Structured summary of the research findings based on the research sub-questions:

- **Role of Identity in Capability Development:**

The findings underscore the pivotal role of identity in shaping an individual's learning trajectory. The Gigworking mindset significantly influences the development of capabilities. By fostering autonomy, resilience, and a growth mindset, this identity catalyzes learning and performance.

- **Motivations for Gig Work:**

IT professionals are drawn to Gig work for a variety of reasons, including the desire for autonomy, skill development, and income generation. The push factors, such as job dissatisfaction, uncertainty, and limited growth opportunities, also contribute to the decision to pursue Gig work.

- **Underlying Beliefs:**

The underlying beliefs driving individuals into Gig work are primarily centered on self-efficacy and a growth mindset. Gig workers exhibit a strong belief in their ability to achieve their goals, coupled with a perception of challenges as opportunities for growth and development. This mindset is crucial for navigating the uncertainties inherent in the Gig economy and maximizing potential returns.

- **Value Realignment:**

Gig workers exhibit a distinct set of values that prioritize outcomes, skills, and organizational alignment over traditional metrics. This value shift is instrumental in shaping their work behaviors and contributions.

- **Capability Development through Gigworking:**

Gig work serves as a powerful catalyst for comprehensive capability development, fostering a wide range of skills, including domain expertise, soft skills, and entrepreneurial abilities. The dynamic nature of Gig work necessitates continuous learning and adaptation, leading to the development of a versatile skillset.

- **Characteristics of Gig Work and Gig Workers:**

Gig work is characterized by project-based engagements, flexibility, and autonomy, but also involves inherent risks. Successful Gig workers possess a unique blend of personality traits, including resilience, self-discipline, and entrepreneurial spirit.

- **Attitudinal shifts:**

Gig workers exhibit distinct attitudinal shifts compared to traditional employees. They tend to be more assertive, independent, and result oriented. While this can lead to challenges in organizational integration, it also presents opportunities for innovation and problem-solving.

6.2. Recommendations

Based on the research findings; to maximize the benefits of the newly developed capabilities of Gigployees, organizations should consider the following strategies:

i. **Foster a culture of openness and experimentation to cultivate a Growth Mindset:** Encourage employees to question the status quo, share their ideas, and take calculated risks. Facilitate a culture that embraces experimentation, failure, and continuous learning, aligning with the Gig worker's mindset. Foster a culture of openness, trust, and autonomy to empower employees to take ownership of their work.

ii. **Flexible Work Arrangements:** Implement flexible work arrangements to accommodate the diverse needs and preferences of Gigployees and traditional employees. More than 85% Gig workers believe that Gigployees should be allowed to work part-time for better utilization of their capabilities and focus.

iii. **Talent Marketplace:** Create internal platforms to connect employees with project-based opportunities, fostering a Gig-like environment within the organization. Infosys' Accelerate is one such successful platform discussed in empirical review.

iv. **Empower Gigployees:** While the Gigsters act with ownership, they need to be empowered with authority to make decisions. The confidence portrayed by the Gigsters during client communication, results in a better relationship because the clients then know that they are communicating with someone who is a decision-maker rather than a proxy.

v. **Mentorship and Coaching for Leadership Development:** Given the accelerated capability development observed among Gigployees, organizations can leverage their skills and experiences by providing mentorship and coaching opportunities. This can facilitate their transition into leadership roles, helping them develop the necessary skills and competencies. By providing guidance and support, organizations can maximize the potential of Gigployees and ensure a pipeline of future leaders.

vi. **Employee Care:** Employees may pick up Gig works related to their non-conflicting hobbies like art, music, social work, etc. with the intent to follow their passion. This helps in releasing their stress. Thus, helpful in reclaiming mental well-being. This also makes the Gigployees efficient in their mainstream office work. Economic stability achieved with the extra income from Gig projects can reduce attrition rate for the organization to some extent.

vii. **Performance Management Re-evaluation:** Gig work helps in developing those capabilities in short span of time which a normal employee may reach after multiple years. Organizations can leverage this by revising performance evaluation system. Organizations should recognize and reward outcomes, agility, and collaboration, rather than solely focusing on traditional metrics. This also include capability based promotions.

7.Limitations & Future Scope

7.1. Limitations

While this research provides valuable insights into the Gigworking phenomenon, it is essential to acknowledge its limitations.

- **Technical and domain knowledge:** The research does not explore the detailed technical skills or specific domain knowledge developed through Gig work.
- **Self-Reported Data:** The use of self-reported data may introduce the potential for social desirability bias, as participants may overestimate positive attributes or underreport negative ones.
- **Cross-Sectional Design:** The study's cross-sectional design limits its ability to establish causal relationships between variables and track changes over time.

These limitations highlight the need for further research to expand the understanding of the Gigworking phenomenon and its implications.

7.2. Future Scope

i. **Persona based andragogical strategies:** Exploring learning persona and its influence on learning approaches opens up new possibilities for designing effective andragogical strategies in the IT sector.
ii. **Impact of recommendations on Organizational Performance:** Investigate the correlation between the recommended adoption of Gig work practices and organizational performance metrics.
iii. **Comparative Analysis:** Comparing the experiences of Gig workers across different industries and countries could reveal broader patterns and trends.
iv. **Longitudinal Studies:** Conducting longitudinal studies to track the career trajectories of Gig workers over time would provide valuable insights into the long-term consequences of Gig work.

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